

# bulletin

Virginia Department of Transportation Employee Newsletter

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*'They were heroes...'*

## Workers' Memorial closes the Family circle again

"In our own way, we are bringing these people back home to their VDOT family, and forever recognizing their ultimate sacrifice," said VDOT Commissioner Philip Shucet as he thought about dedicating the VDOT Workers' Memorial Sept. 17.

The memorial, at the second I-64 scenic overlook east of Afton Mountain, honors 124 state highway employees who have died of job-related causes since the 1930s. Their names are engraved on a granite monument 10 feet high and 14 feet long. The names are not in chronological order of death, and names of others who died in service to the traveling public can be added, as they are known. Many of the employees were killed on construction or maintenance work sites.

Approximately 200 relatives of the honored workers attended the dedication and a reception afterward. A tent was erected to cover the family members, but a persisting rain relented during the ceremony. The simple ceremony began with a bagpiper's plaintive requiem on the fog-shrouded mountainside. After the state colors were raised and then lowered to half-staff, the monument was unveiled. With passion and solemnity, Commissioner Shucet spoke a quiet eulogy, the words of which hung momentarily in the mists over the memorial and the valley below. After he placed a wreath at the monument and the colors were lowered, the ceremony ended with the playing of "Taps."



*"On the way back from Salem last week, I pulled over to view the VDOT Memorial for the first time. There was a man there: suit and tie, car door left open ....as if he hadn't planned to stay long. I watched him as I walked up, but never caught his eye. He was scanning the names. When he glanced my way, as if to acknowledge my presence, I asked 'What do you think?'"*

*All he said was, 'I never knew.'"*

**—Dave McClenahan, Virginia  
Transportation Research Council**

administrators since the 1980s or earlier.

Stephanie Lee, daughter of Harry Lee, construction engineer for Fredericksburg District, designed the monument. Her design was selected from 41 concepts submitted by VDOT employees. She was a studio arts student at the time she designed the monument.

Scott Johnson, VDOT's landscape program manager, developed the site's landscape design. The design features two rows of native serviceberry trees leading to the monument, with dogwood and redbud trees to be planted in the site later this fall. A bed of native wildflowers will also grace the site.

The monument is a grey, black and white granite wall on which are carved three silhouettes representing profiles of state highway employees. One profile was left open to represent a missing worker. The open profile also reveals the scenic vista of the valley beyond.

The monument was built entirely with donated funds and services from VDOT employees, family members, businesses and organizations throughout the state. More than \$168,000 was raised for its construction. No state funds were used in its construction. Although funding for the memorial was organized in the last two years, the desire to honor fallen state highway workers has been in the minds of VDOT



VDOT Workers' Memorial

## **A Legacy of Service (second in a series)**

# **Memorials put Culpeper superintendent in touch with father he can't remember**

Willie Dodson doesn't remember his Father. All he knows is that he worked for the Department of Highways and was killed on the job when Willie was two and a half and his sister was one. He knew very little about his father when he took a job with VDOT in the bridge section in Warrenton in 2000.

"I had worked for myself ever since I got out of school and enjoyed that, but then having kids and the way insurance was going I needed something a little more stable," says Dodson, now the bridge crew superintendent in Culpeper Residency. "Frank Edwards is a family friend and works for the department in Northern Virginia, and one day we were playing golf and I started talking about it--and the next day he hands me papers for the jobs that are open. The bridge job suited me the most, so I took that."



**Willie Dodson**

Little did Dodson know at the time how meaningful his next work experience would be to him.



Willie as a toddler with the elder Dodson

"That job was in Warrenton, and once I got there I started putting everything together...that's where my daddy worked. Bob Moore was still in Warrenton, and they did a little memorial there, and that's when I learned all about this." Moore, now construction engineer in Culpeper District, was resident engineer in Warrenton when a memorial was dedicated there in 2001 for residency employees killed on road projects.

William Dodson, Willie's father, was working as a survey party level-man on May 3, 1965, surveying a part of the old two-lane Rt. 17 south of Warrenton, near Goldvein, when he was struck and killed by an elderly driver.

"Life is a funny thing," says Dodson. "I miss him a lot. My mom remarried when I was five, and I have two more brothers out of that marriage, and they each have kids. So there's nieces and nephews. You go from this loss to this huge gain and it comforts you."

At the dedication of the VDOT Workers' Memorial on Afton Mountain, Dodson says he was touched by the ceremony.

"I don't think 'really nice' describes it appropriately. But it struck me. When we were on Afton Mountain it was so foggy you couldn't see anything, and when we came to the memorial it was raining. And then about the time they started the service, the clouds broke up and the sun was out over the whole valley.

"It was really, really moving....very impressive. I know a lot of hard work went into it, and I really would like to thank a lot of people for it," says Dodson.

--Jim Jennings

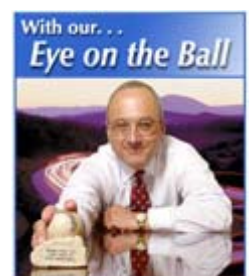
## **Commissioner's Corner**

# **VDOT Workers' Memorial Dedication**

It is impossible to measure sorrow.  
There are no degrees of grief.  
Grief leaves an indelible mark.  
One that the passage of time can ease, but never completely erase.

Along the way, we all do our part to ease the pain.  
That is why this monument is here.  
That is why we are here today looking out beyond the endless beauty of these mountains and valleys.

We are here today to remember loved ones.  
Mothers and Fathers. Sons and Daughters. Husbands and Wives. Brothers and Sisters.  
The smile of those remembered is the sunshine that warms our face.  
The whisper of their voices is the wind against our cheek.



They were heroes when they lived.  
They were heroes when they died.  
And they will be heroes forever.

As the words from Amazing Grace remind us.....  
Through many dangers, toils and snares  
They have already come.  
Tis grace that brought them safe thus far,  
And grace has led them home.

Philip Shucet

### *Speaking of the Family...*

## Castlebury says ‘Goodbye’

A VDOT career beginning in 1936 reached its final day in September.

Troy Castlebury, who has the greatest longevity of any VDOT employee, retired (for the second or third time) on Sept. 24. This time the department will probably have to let him go. The 84-year-old has earned retirement status with 66 years of service.

Castlebury began working for the Highway Department as a 16-year-old, and one of his first jobs was taking care of mules for Chesterfield Residency. That's right, mules. They did a lot of the heavy lifting on road projects before World War II. They were valuable, too. Castlebury remembers their worth: "If you killed a man, you just had to hire a man. If you killed a mule, you had to buy one."



Troy Castlebury

Since that era, Castlebury has operated or worked on just about every piece of equipment in the department, including rollers, trucks and ferryboats. He also helped build the Richmond District Shop, getting a promotion to equipment manager there in 1960. He retired in 1983 but continued to work part-time for the Equipment Division driving new trucks out to their district assignments. After a two-year hiatus in the late 1990s to nurse his ailing wife, he came back after her death, this time to drive the shuttle between Central Office and Fulton one or two days a week.

Castlebury has been told he has "highway blood in his veins." Perhaps so, but he says his longevity is based on the people at VDOT. "I've had wonderful foremen, superintendents, and engineers through the years. I've never had anyone who didn't treat me well."

We wish you well, Troy. You've done more than your part. Good luck with your garden. It's big enough to keep anybody busy!

### *Bristol District*

**Abingdon Residency:** *Benny Hayes* has been promoted to transportation operations manager III for the residency.

**District Office:** *Pam Heath* and *Troy Shelley* have been promoted to project manager posts in the Traffic Engineering Section.

**Wytheville Residency:** *Matthew Cox* has been promoted to assistant resident engineer for the residency. He comes from the Associate Engineer Program.

### *Central Office*

**Local Assistance Division:** Mark White has taken on a new role in which he oversees the first year of transferring responsibility for roadway construction from VDOT to the cities of Hampton, Richmond and Virginia Beach. In this program, called the Urban Construction Initiative or "First Cities,"

### *Culpeper District*

**District-wide:** Roy Boldridge, Chuck Fox, Tom E. Smith and Barry Weathersbee are the 2004 recipients of the Golden Shovel Award for Maintenance. Boldridge is Bealeton AHQ transportation operations manager; Fox is equipment and repair manager at the district shop; Smith is Culpeper Residency transportation operations manager; and Weathersbee is the bridge crew transportation operations manager. Johnny Hawkins, district shop equipment repair manager, was awarded the Golden Vehicle Information Transmitter Award by E. J. Ward Inc. for his leadership during installation of the Automated Fuel Management Program.

**Warrenton Residency:** The residency has three new superintendents. Jason Frisbie, former contract administrator, has been promoted to superintendent at Bealeton AHQ. Dwight (Ike) Frye, former supervisor at Marshall AHQ, has been promoted to superintendent at Warrenton AHQ. Jim Williams, former supervisor at Warrenton AHQ, is the new superintendent at



Rappahannock AHQ. Clinton Hamilton, former supervisor Warrenton AHQ, has been promoted to head of the residency bridge section.

**Louisa Residency:** Congratulations to James R. Baker Jr., transportation operator II, Louisa AHQ, and his wife, Tina, on the birth of their first child, a son named Austin James.

### **Fredericksburg District**

**Fredericksburg Residency:** S. Scott Shropshire is the new assistant resident engineer for maintenance. He comes to VDOT from JMT, a Richmond engineering consulting firm. He also will take on the duties of assistant RE for construction while that position is unfilled.

**Bowling Green Residency:** Robert Moore, transportation operator II, and his wife, Kimberly, are proud parents of a new daughter, Hailey Dawn. Congratulations!

### **Hampton Roads District**

**District Office:** In the Administrative Services Section, Kim P. Bartholomew has been promoted to district inventory manager and Michael R. Dudley has been promoted to district integrated supply services program coordinator. In the Bridge Section, congratulations are offered to Wendy McAbee and Paul Moose, structural engineers, who passed the Professional Engineers exam.

In the Environmental Section, Brian Powell recently accepted the position of environmental monitor in the district. Powell previously served on the water quality staff securing environmental permits. Jerry Pruyn, assistant district environmental manager, George Janek, district water quality program manager, and Brian Powell, environmental monitor, recently completed the requirements for a master's degree in Transportation Policy, Operations and Logistics through VDOT's partnership with George Mason University.

**Accomac Residency:** Ann Lavelle is the new residency business administrator. She transferred from the Accomac Shop.

**Monitor Merrimac Memorial Bridge-Tunnel:** Melony Henderson has been promoted to traffic control supervisor. She moves from the Elizabeth River Tunnels. Mark Rogers has been promoted from electrician supervisor to electrician supervisor senior.

**Smart Traffic Center:** Alton Yates, computer systems engineer, and Neil Reed, computer systems analyst, have completed the VITA Project Management Certification course and testing. James Mock, operations engineer, was awarded a master's degree in Transportation Policy, Operations and Logistics from the George Mason University School of Public Policy. Erika Ricks, traffic information specialist, joined more than 300 participants in Columbus, Ohio, for the Second National AMBER Alert Conference Sept. 8-10. AMBER stands for America's Missing: Broadcast Emergency Response.

**Suffolk Residency:** Joseph E. Lomax II was promoted to assistant resident engineer in June. Joe was previously a project engineer in Suffolk Residency.

### **Lynchburg District**

**Chatham Residency:** Richard B. Hughes has been promoted from transportation operator II to transportation manager I. Susan Oakes, associate team member, Mt. Airy AHQ, and husband, Andy, are celebrating the birth of a son, Joshua Andrew, on Aug. 24.

### **Richmond District**

**District Office:** Congratulations to James Ryles, equipment repair manager, for winning the Walter Satterfield Memorial Award from ManTech Solutions and Technologies Corporation. Ryles was cited for "diligent efforts to provide program support" for equipment technicians resulting in "better training throughout the Commonwealth."

### **Salem District**

**Bedford Residency:** Debbie Sue Shinstine, P.E., has joined the residency as assistant resident engineer. She has experience in the public and private sectors and the armed forces.

### **Staunton District**

**District Office:** Roger E. Dovel has been promoted from transportation operator II at Front Royal AHQ to equipment service and repair manager I at the district office. Michael D. Sprouse has been promoted from engineering technician III to architect-engineer I in the Right of Way Section. Matt Dana has been promoted from architect-engineer I to architect-engineering manager II in the Location and Design Section.

## Hero Award presented to Vorous

The VDOT Medal for Heroism has been awarded to a Staunton District employee for extraordinary courage as he battled the life-threatening fury of Hurricane Isabel last fall. Honored was Randy Vorous, a crew member in Luray Residency.

Vorous and Garland Presgraves, also a crew member from Luray Residency, were heading back to Berryville Area Headquarters after placing high water signs on Route 638 in Clarke County. As they drove along Route 50, they came upon a tree blocking the road. Both men stepped into the storm and began clearing the tree when suddenly another tree came crashing down on them.

Both men were pinned to the ground, but Vorous struggled free of the mass of limbs and foliage. He could hear Presgraves moaning, but could not see him. He called headquarters for help, grabbed a chainsaw and cut his coworker free from the tree crushing him. As help arrived, Vorous collapsed from serious injuries.

In a commendation, Commissioner Philip Shucet wrote: "There are no words to express my amazement in your efforts to help your coworker. I understand that the scene of the accident was like a war zone. Your immediate reaction to put your own pain aside and help Garland was very heroic and should be recognized accordingly."

Presgraves retired because of his injuries during the storm. Vorous, after a period of recuperation, returned to work at Berryville AHQ with no restrictions.



***Randy Vorous (right) receives medal from Dennis Morrison.***

## Equipment team takes more national honors

VDOT's equipment team has captured awards at the national level for several years, and this year it continues to build nationwide respect. Several honors from national training groups were presented at VDOT's Annual Equipment Repair Supervisors' and Managers' Workshop in August.

VDOT was recognized at the workshop as uniquely successful among government equipment programs. Kelly Tran of the National Institute for Automotive Service Excellence (ASE) announced that VDOT had achieved more "Blue Seal" equipment shops than any other government entity in the ASE program. The Blue Seal designation is presented only to shops that have at least 75 percent of their technicians ASE certified, with a technician certified in each area of service offered by the shop.

In addition, Commissioner Philip Shucet received a national award for his support of technician training. Jeff Arnold, national director of the North American Transportation Management Institute (NATMI), cited the Commissioner for "his support of excellence in training and professional development" of VDOT technicians and equipment managers.

Also, NATMI's Arnold recognized VDOT for exceeding any other organization in its level of equipment management training. The closest organization to VDOT in this comparison was Federal Express.



***VDOT District Technicians of the year at the 2004 VDOT Equipment Managers-Supervisors' Workshop are (from left) Ronald L. Bryant, Staunton District; George W. Lee, Culpeper District; Daryl T. Courtney, Salem District; John M. Bishop, Jr., Hampton Roads District; Herbert A. Dodril, Richmond District; William T. (Todd) Thompson, Lynchburg District; Gary T. Boyd, Bristol District. Not pictured are Charles S. Lindsey, Central Office, and Eric F. Woznick, Northern Virginia District.***

## Gaston laid a watery trap for Central Office employee

Raging waters meant a brush with death for scores of Virginians during this season's hurricanes and storms. One of them was a full-time temporary VDOT employee, Sandy Rawls, who was rescued during Tropical Storm Gaston only seconds before her water-filled car sank into a rain-swollen Chesterfield County swamp.

Rawls, a Central Office Fiscal Division staff member, had driven her Toyota Camry into water across Pinetta Drive near Midlothian Turnpike. "It looked just like a big puddle of water," she remembers. Nevertheless, it was lethal. "I could tell by the way water hit the wheels, I should follow the advice I'd heard to 'turn around and don't drown.'" She tried and couldn't. Only a series of very special events saved her life.

Two hours earlier, she had left a parking lot in Shockoe Bottom near Central Office, making her way through halting traffic until she was only a minute from home. Now, as she attempted to



***Sandy Rawls with flashlight that got rescuers' attention.***

back out of the flooding on Pinetta, she was blocked by traffic behind her. In the next second, the current caught her car and swept it 150 yards into a backwater deepened by the deluge. As she screamed over her cell phone to a coworker at her evening job site, the car bumped into a fence and stopped.

### ***Her vehicle nosed down and began filling with water.***

Immediately, her vehicle nosed down and began filling with water. Rawls struggled first to open the electric windows, now without power, and then the doors, which would not budge against the swirling water. Scrambling to the backseat, she vainly tried to kick out the windows or break them with a coffee

mug. With her head in the back window, the only air space left to her, she talked with the 911 operator who called her after the coworker provided the number.

Chesterfield policeman working off-duty security jobs nearby were on the way, the operator told Rawls, who by this time was gasping and claustrophobic as waters crept up her chest. Once at the scene, officers Dave Stone, Rick Holmes and James Anderson, looked downstream to see only tail- lights sticking out of the water. As the operator kept telling Rawls she would be all right, the trapped motorist was hardly convinced. In a desperate move, Rawls threw the phone against a window, losing the 911 connection. Doubting any survivors, the police were thinking a recovery operation was in order when a local resident, Daniel Robertson, showed up with a life jacket. He also brought hope.

He had seen a small red light in the rear window. Rawls was flashing it with a cheap flashlight bought last summer at a Jeep festival. Stone stripped down to his shorts, put on the life jacket, and swam to the car. Climbing onto the trunk, Stone looked right into Rawls' agonized face. Shouting for her to look away, he shattered the window with one blow of his police baton. He pulled her through the cleared window and put the life jacket on her just as water filled the rest of the car, sinking it. .

As Stone swam with Rawls toward shore, the other officers had a rope waiting to pull them to land. After collapsing on the ground, Rawls, now without keys, turned suddenly practical, asking, "Could one of you officers break into my house?"



Rawls' car after water receded

Rawls says her favorite show is "survivor," and she certainly is one. She is still "trying to come to terms with 'you almost died.'" She's thankful and questioning about why she was saved and what is God's purpose for her on earth. She does know this, and she repeats it: "Turn around and don't drown." **by Chuck Armstrong**

## **NAMES IN THE NEWS**

### **Engineering veteran chosen for Hampton Roads**

Dennis W. Heuer, P.E., a 30-year veteran of engineering and project management in both the public and private sectors, will be the new district administrator for Hampton Roads. He leaves a post in Mobile, Ala., to join VDOT Oct. 12.

At Thompson Engineering in Mobile, Heuer has managed the engineering, design, construction, operations and maintenance of multi-million dollar projects since 1994. Earlier, he worked for the U.S. Army Corps of Engineers as the deputy district engineer for the Mobile District. He was responsible for planning, engineering construction, project management, real estate, budgeting and environmental activities of federal projects in the southeastern U.S. Heuer served in the U.S. Army as an engineer and leader of engineer units.

Heuer earned a bachelor's degree in aerospace engineering from the Polytechnic Institute of Brooklyn, N.Y., and a master's degree in civil engineering from the Pennsylvania State University. He is a registered professional engineer in 13 states, including Virginia.

Connie Sorrell, who has been interim administrator in the district, will resume her post as chief of systems operations for the state.

### **Morrison Leads Northern Virginia**

Dennis C. Morrison has been named district administrator of the Northern Virginia District. The 27-year VDOT veteran leaves Staunton District after eight years as administrator. He succeeds Tom Farley who retired in July after 11 years in the post.

Earlier, Morrison was assistant state construction engineer, Chesterfield resident engineer, acting Suffolk district construction engineer, and assistant resident engineer in Norfolk. He completed the Engineering Trainee Program in Salem Residency and Central Office.

During his career Morrison oversaw the construction of one of Virginia's major toll roads, Richmond's Powhite Parkway, and the creation of the first rural Smart Travel program in the state (along I-81). He also guided reconstruction of the Coleman Bridge over the York River, a complex project to widen the bridge by placing a new deck on the original piers.



Dennis Morrison



The 54-year-old native of Martinsville graduated from Virginia Tech with a bachelor's degree in civil engineering.

### **Michael Estes named division director**

Michael A. Estes, P.E., is the new director of the Local Assistance Division, where he had been interim director since last October. Estes succeeds Jim Givens, now Bristol District administrator. The division serves as lead liaison with local government groups in administering funds to secondary and urban road projects and in providing oversight and technical support.

Estes's chief accomplishment during the past year has been the development of a plan, called the First Cities Initiative, to transfer the responsibility for managing city and town road projects from VDOT to local governments. VDOT traditionally has managed all aspects of road projects for cities and towns across the state, with a few exceptions. State legislation passed last year allows cities and towns to assume the administration and responsibilities for improving their street networks. In July, the cities of Richmond, Hampton and Virginia Beach took over the management of their local road construction projects.

Estes, a Virginia Tech graduate with a bachelor's degree in civil engineering, worked as a summer inspector trainee for VDOT in 1993 before joining Jacobs Engineering, formerly Sverdrup Civil Inc. He returned to VDOT in 1998 as a design project manager in the Northern Virginia District, working his way up to manage preliminary engineering activities in Fairfax and Arlington counties.



Mike Estes

### **Shirley Leads Fredericksburg Residency**

Kenneth J. Shirley, P.E., moves from Texas to take the position of resident engineer in Fredericksburg. He succeeds Charlie Kilpatrick, now with a Fredericksburg-based development company.



Kenneth Shirley

Shirley had worked for the Little Rock, Ark., firm of Carter and Burgess since 2002 as a resident engineer in Texarkana. In that position he handled construction engineering and inspection services for a \$6.5 million project for the Arkansas DOT. Before that he had worked for the Texas DOT as an assistant area engineer in Dallas from 2001-2002, a construction project engineer-manager in Dallas from 1995-2001, and as a design project engineering assistant from 1992-1995.

He holds a bachelor's degree in civil engineering from the University of Texas at Arlington and a master's degree in management and administrative science from the University of Texas at Dallas. Shirley believes that communicating with the public before, during and after a major project is a key to success. Before starting a \$95 million interchange project in Dallas, he met with each business owner in the vicinity. He distributed 150 contact cards and explained the projects' impact, giving owners a color-coded construction plan about the project's scope and schedule.

He, his wife, Stephanie, and their two sons will live in Orange County.

### **Lee is Fredericksburg construction engineer**

Harry Lee, a 48-year VDOT veteran, has been named Fredericksburg District construction engineer. He moves from location and design engineer in Fredericksburg, a position he has held for the past 18 years.

Lee began his career with the department in 1956 as an engineering draftsman aide. Over the years, Harry has been involved in almost every major transportation project in the Fredericksburg District, including the original design of the Interstate System, the redesign of that system, and now improvements for the third time.

He set up the first information technology section in the district and designed the first computerized project to go to construction in the state. He also developed a computer system that estimated project costs very close to actual costs. The system Lee was using gave the department a prototype upon which to develop a statewide cost estimating system. Lee and his wife, Wanda, reside in Clearview Heights in Stafford.

### **Cotulla takes Lynchburg L&D post**

Shannon Cotulla, P.E., has been promoted to Lynchburg District location and design engineer. Cotulla joined VDOT in 2002 as a designer and project manager after working at Hurt & Proffitt, a consultant engineering firm in Lynchburg. He recently served as acting district location and design engineer in addition to other duties.

A native Californian and military veteran, Cotulla began his college education in Anchorage, Alaska, and graduated in 1998 from North Carolina State University with a B.S. degree in civil engineering. He also has been part of VDOT's Associate

Engineer Program. Cotulla, and his wife, Laura, live at Sweet Briar College in Amherst County. Shannon is an active outdoorsmen and enjoys biking and hiking.

## **Walton is Lynchburg construction engineer**

Norman Walton, P.E., is the new Lynchburg district construction management engineer. Walton began work with VDOT in 2002 as the assistant to the district location and design manager.

For the better part of last year, Walton has served as the district's first project engineer. He was responsible, along with Brenda Reynolds, for ensuring projects were delivered for advertisement on time and on budget. He has been instrumental in developing and carrying out numerous constructability and bid-ability reviews to minimize unforeseen changes during construction.

Walton is a 2000 graduate of Old Dominion University with a B.S. degree in civil engineering technology. He, his wife, Laura, a river mechanic with the district, and two children live in Forest. Norm is an avid bicyclist.

## **DeBruhl comes to Local Assistance post**

Jennifer DeBruhl, a former VDOTer most recently working at the Federal Highway Administration (FHWA), returns as assistant administrator for the Local Assistance Division. Earlier she served in VDOT's Transportation and Mobility Planning and Mobility Management divisions.

At FHWA, DeBruhl served as a community planner, a role in which she focused on the joint federal-state review of Virginia's Transportation Improvement Program. She also worked extensively with metropolitan planning organizations in the Hampton Roads and Fredericksburg areas.

DeBruhl, a certified planner, has a master's degree in urban and regional planning from Virginia Commonwealth University. In her new responsibility she will lead staff for the Urban Program, First Cities Initiative, Transportation Enhancement Program, and the Scenic Byway Program.

## **SPECIAL REPORT**

### **Study prompts Hampton Roads reorganization; recommendations considered for other districts**

An independent management review by Deloitte of New York has prompted Hampton Roads District to begin reorganizing its management structure in order to better deliver construction and maintenance projects on time and on budget.

VDOT's executive team is considering implementation, or adaptation, of a number of the Deloitte study recommendations in other districts.

Deloitte made 53 recommendations relating to reporting relationships, organizational structure and business processes in the district. Some of the recommendations are being implemented immediately. Other recommendations will require further planning in order to implement. Connie Sorrell, acting district administrator, and district staff are evaluating these changes.

The review, completed in August, supports an agency-wide movement toward developing a project management culture. The focus will shift from hierarchical processes and geographical designations to a singular focus on projects and results.

The Deloitte study recommended assigning a project manager to all construction projects. This individual will be responsible for all project phases from inception to completed construction. Other recommendations include creation of a project controls group to centralize scheduling, cost estimating and contract administration at the district level. Previously this function was completed in part by residency, district and central office personnel.

## **Communicating with the people we serve--**

### **A more vibrant, professional image for VDOT**

**By Lynda J. South, chief of communications**

There have been many significant changes at VDOT during the past two years and another is well under way. The Office of Public Affairs started it, but you're a part of it too.

Over the past few months, the Public Affairs staff has been giving VDOT's communications program a much-needed overhaul. From modifying VDOT's logo to redesigning the external Web site, from creating new design templates for program and project newsletters to portraying how VDOT employees'



Lynda South



work affects everyone's quality of life, we're creating a more vibrant, professional, consistent image for our 98-year-old agency.

By eliminating individual office logos, we've removed symbolic barriers that kept us from being seen as one agency. As we continue to create a cohesive, unified appearance among the dozens of brochures, pamphlets, newsletters and other publications we produce each year, we are fostering a synergy that is greater than the sum of the parts. Over time, this all-encompassing approach to communications will contribute greatly to how our agency is viewed internally and externally.

Public Affairs is encouraging the adoption of a new way of portraying this complex, diverse organization. Throughout all of VDOT's communications products, we're weaving images of the people we serve along with the roads and bridges we build and maintain for them and the VDOT programs that affect them. In our communications, we're linking what we do with the people we do it for. A phrase that captures this new thinking is giving our customers "the Power of Go." This is more than a slogan--it's a new mindset. Each of us contributes to it every day.

Every time a Safety Service Patroller fixes a flat tire for a motorist on the side of the road, we've helped someone get home safely. Every time a grocery store's tractor-trailer crosses a state bridge to make a delivery, we helped get fresh milk on the shelves. Every time we answer the phone, protect wetlands or make our roads, bridges, tunnels and ferries safer, we affect the lives of the citizens we serve. Those "Go" experiences are what transportation is all about. It's not about trains, planes and automobiles; it's about getting people where they need to go so they can live their lives. Improving the quality of life for our customers directly impacts our reputation as an agency. When the experience is positive, our reputation builds in a positive way.

As we move forward in improving communication with our customers, it is important that each of you be a part of that effort. I challenge you to think about the importance of yourself as a communicator who has the ability to enhance their experiences. By getting the best information on an electronic message sign or to the Transportation Emergency Operations Center quickly when an overturned tractor-trailer blocks the road, you are giving people information that will ease their frustration, and perhaps, change their route. By responding to e-mail or phone calls, you're doing your part to help our customers get from Point A to Point B so they can get on with the business of living their lives.



## Be prepared: a birthing cow might need you!

Earlier this year, while on a Route 58 project in Scott County, Jeff Kite and Roger Sisk of Bristol District were flagged down by a desperate farmer. One of his cows was in the process of delivering, and the calf was lodged. The veterinarian had been called hours ago and had not come. So Kite, Environmental Section, and Sisk, Location and Design Section, responded in the VDOT spirit of service, trucking to the barn with strobe lights flashing.

Kite went right to work. Raised on a farm in Russell County, he had helped birth calves "many, many times." Sisk, entering a brand new experience, said he would give the cow "some time to warm up to me." Kite connected a chain to the calf's legs and started the pulling process. Sisk filled the other important role: pacing up and down. Two hours of pulling later, the 70-pound bull calf landed on Kite's leg. Sprawled on the ground, Kite looked back and realized his truck strobe lights were still flashing.

Cow and calf did fine--and the farmer was so grateful, Kite remembers, that he twice broke into tears. From all his years of paying taxes, the farmer said, "This is the first time I've ever gotten anything out of them." He added he would never fault highway workers again for the way they do their jobs.

## 50 YEARS AGO

# Hurricane Hazel was the eighth of the 1954 season

This year's hurricane season has produced some brutes--Charley, Frances, Ivan, Jeanne--not unlike the same season 50 years ago.



**Ferry boat washed ashore at Jamestown Island's statue of Capt. John Smith**

In a string of storms menacing the Atlantic coast in 1954, the one not likely to be forgotten was the eighth, named Hazel. It rampaged from the Caribbean to Canada, maintaining hurricane-force winds throughout its course and killing 400 people in its long wake of wholesale destruction.

Coming ashore in Brunswick County, N.C., on Oct. 15, 1954, Hazel was spinning at 125-140 mph and riding a full moon high-tide that engulfed beaches in a region extending north and south of Wilmington. In the Carolinas, 20 people were killed, and on beach after beach the majority of homes were destroyed. That included 273 houses in Myrtle Beach, S.C. or 80 percent of waterfront development at that time, and 352 of 357 buildings on Long Beach, N.C.

Hazel barreled north into Virginia, bringing her highest winds, up to 125 mph, to the Tidewater area. In Norfolk alone, 1,800 homes were damaged. "Half of the phone and electric lines in the state were knocked

out," according to one source, and in Richmond, 200 plate-glass store-front windows were shattered. Hazel claimed 13 lives in the Commonwealth.

Among the temporary casualties was the Jamestown Ferry, where one ferryboat was driven ashore and damage closed the ferry operation for a day. Route 33 at the West Point bridge was closed for 24 hours by water higher than residents had seen in many years. Department of Highway crews were ready, however, and the clean-up work they did was praised by the Richmond Times-Dispatch as "superlative." An editorial, quoted in the October edition of the Highway Bulletin, stated:

"Key highways had been cleared of trees and fallen wires within a few hours of the passing of Hazel. In many places, motorists were able to proceed shortly after dark in the knowledge that they were not in danger of running into fallen trees, fallen wires, washed-out bridges or other lethal obstructions. We have here an example of the efficiency of the Highway Department's maintenance men.... They showed on Friday and Saturday how ready they were to cope with almost unprecedented conditions without a moment's delay, and to get things back to normal with maximum speed."

## New software analyses of bridges to bring large savings on repairs

**Optimizing the timing of concrete bridge deck repairs** with a new software program tool could save VDOT approximately \$1 million annually. The software is being developed under the direction of Dr. Richard E. Weyers, professor of civil engineering at Virginia Tech, in collaboration with Dr. Michael C. Brown, a research scientist at the Virginia Transportation Research Council.

The decision-making tool, designed for bridge engineers, uses a probability-based modeling technique to determine when a bridge is likely to start needing repairs, rehabilitation, and eventual replacement (a service life analysis) resulting from corrosion-related damage. It also predicts how much it will cost in the future to perform these actions (a life cycle cost analysis).

Weyers' life cycle cost model was introduced years ago and is in use in the field now. By factoring in inflation rates, the model can reasonably predict the cost of maintenance over the life of the structure. The service life model has been developed, and the prototype software is already written, but historical data are needed to validate the model and simplify the tool for practical application. Brown and Weyers have been surveying and taking samples of 38 bridges across the Commonwealth that represent a cross-section of our inventory, and they are currently conducting laboratory testing and performing data analysis.

## Retirements

ROBERT J. ALDRIDGE, Transportation Operator II, Martinsville Residency, 31 years  
ARTHUR L. ALLEN, Equipment Service & Repair Technician I, Suffolk District Office, 7 years

Design, 40 years  
WILLIAM B. HOPE, Architect/Engineer I, Asset Management, 16 years  
FRANCES A. HUGHES, General Administration Supervisor/Coordinator, Human Resources, 35 years

RALEIGH W. ALLISON, Architecture/Engineering Manager II, Administrative Services, 36 years  
 JOHN R. AMBROSE, Trades Manager I, Administrative Services, 38 years  
 JAMES C. ARNOLD, Security Officer II, Hampton Roads Bridge, 12 years  
 JEROLD A. ARNQUIST, Watercraft Operator II, Jamestown-Scotland Ferry, 12 years  
 PHILIP W. BAKER, Environmental Specialist II, Local Assistance, 25 years  
 GEORGE D. BARNHART, Engineering Technician III, Salem District Office, 35 years  
 BARNETT R. BEAMER, Land Acquisition & Property Management Agent III, Salem District Office, 39 years  
 EARL M. BILLUPS, Transportation Operator II, Suffolk Residency, 18 years  
 CARROLL W. BLOSSER, Transportation Operations Manager II, Harrisonburg Residency, 31 years  
 JAKE E. BOOKER III, Transportation Operations Manager II, Bristol District Office, 31 years  
 MARGARET C. BROWN, Engineering Technician III, Location & Design, 32 years  
 LEONARD A. BRUE, Transportation Operator II, Elizabeth River Tunnel, 11 years  
 DENNIS R. BURKE, Trades Technician IV, Fredericksburg District Office, 10 years  
 RICHARD C. BURTON JR, Engineering Technician III, Staunton District Office, 14 years  
 W.G. CARTER , Transportation Operator II, Fredericksburg Residency, 39 years  
 R.T. CECIL, Transportation Operator II, Bowling Green Residency, 40 years  
 BOBBY D. CHILDRESS, Transportation Operator II, Amelia Hill Residency, 30 years  
 D.S. COLEMAN, Transportation Operator II, Wytheville Residency, 39 years  
 VIRGIL G. COOK, Transportation Operator II, Christiansburg Residency, 33 years  
 HAROLD H. COX, Transportation Operator II, Hillsville Residency, 30 years  
 THOMAS DAVIS JR., Information Technology Specialist III, Central Office, 5 years  
 W.L. DAWSON, Transportation Operator II, Halifax Residency, 36 years  
 JOANN DUNN , Financial Services Specialist I, Northern Virginia District Office, 4 years  
 THOMAS F. FARLEY, General Administration Manager III, Northern Virginia District Office, 26 years  
 R.L. FLOYD, Architect/Engineer I, Lynchburg District Office, 39 years  
 JOHN R. GARDNER, Engineering Technician III, Fredericksburg District Office, 40 years  
 ROBERT E. GIBSON, Architect/Engineer I, Environmental, 36 years  
 RUSSELL P. GLAUM, Engineering Technician III, Leesburg Residency, 15 years  
 ROBERT M. GOLLADAY, Administrative Office Specialist III, Staunton District Office, 28 years  
 STEPHEN D. HAYS, Transportation Operator II, Verona Residency, 30 years  
 J. "Lin" HEATH, Media Specialist III, Public Affairs, 44 years  
 JOYCE A. HEDRICK, Administrative Office Specialist II, Charlottesville Residency, 30 years  
 ELIZABETH J. HENSHAW, Architect/Engineer I, Location &

ROBERTA S. HUGHES, Human Resource Manager II, Human Resources, 32 years  
 HELENE S. HUTTON, Information Technology Specialist III, IT Applications, 30 years  
 WAYNE E. JENKINS, Transportation Operations Manager II, Warrenton Residency, 35 years  
 ROBERT M. LINDSEY, Engineering Technician III, Programming, 30 years  
 LEE J. LOCKER, Transportation Operator II, Culpeper Residency, 30 years  
 RAYMOND A. MARTIN SR, Transportation Operator II, Lynchburg District Office, 31 years  
 DONALD A. MCNEELY, Architect/Engineer I, Richmond District Office, 40 years  
 GROVER M. NICELY JR, Transportation Operator II, Staunton District Office, 25 years  
 JOHN S. OVERMAN JR, Trades Technician III, Hampton Roads Bridge, 4 years  
 L.L. PARKER, Watercraft Operator I, Jamestown-Scotland Ferry, 37 years  
 C.L. PAYNE, Engineering Technician III, Fredericksburg District Office, 41 years  
 MARYELLYN G. PERKOWSKI, Administrative Office Specialist III, Northern Virginia District Office, 14 years  
 D.W. PHIPPS, Transportation Operations Manager III, Abingdon Residency, 37 years  
 BETTY A. POPE, Housekeeping &/or Apparel Worker I, Suffolk District Office, 36 years  
 BOBBY R. RACHEL, Transportation Operations Manager I, Bristol District Office, 31 years  
 DAVID REDMOND, Transportation Operator II, Warsaw Residency, 27 years  
 LEE E. REMY, Architect/Engineer I, Environmental, 18 years  
 JAMES R. ROBINSON, Architecture/Engineering Manager II, Mobility Management, 9 years  
 EDWARD M. RUDD, Architect/Engineering Manager II, Louisa Residency, 25 years  
 W.P. SALYER, Architecture/Engineering Manager II, Jonesville Residency, 48 years  
 GERARD F. SCHAEFFER, Human Resource Analyst II, Human Resources, 15 years  
 JAMES W. SCOTT, Equipment Service & Repair Technician I, Culpeper District Office, 34 years  
 JAMES E. SEALE, Engineering Technician IV, Culpeper Residency, 38 years  
 KENNETH W. SIMS SR, Transportation Operator II, Lynchburg District Office, 9 years  
 JIMMIE W. STOUT, Equipment Service & Repair Manager I, Dillwyn Residency, 25 years  
 JOHNNY Q. SUMMERS, Engineering Technician III, Culpeper Residency, 42 years  
 CHARLES W. VARNER, Transportation Operations Manager I, Verona Residency, 39 years  
 REUBEN B. WEAVER JR, Equipment Service & Repair Technician I, Culpeper District Office, 30 years  
 NANCY M. WEBSTER, Administration Office Specialist II, Lynchburg District Office, 25 years  
 RONALD B. WELCHER, Architect/Engineer I, Staunton District Office, 40 years  
 LEONARD M. WHITE II, Electronic Technician II, Richmond District Office, 10 years  
 ROBERT B. WONG, Architect/Engineer I, Environmental, 31 years

## Retirements

EARL G. BABER SR., 85, storekeeper supervisor B, Lynchburg District, died July 28; retired in 1981 with 33 years of service.  
 JAMES B. CAMPBELL JR., 77, fiscal assistant, Amherst Residency, died Aug. 15; retired in 1992 with 18 years of service.  
 DONALD E. DENSON, bridge tender, Benjamin Harrison Bridge, died Sept. 6; retired in 2000 with 42 years of service.  
 WILLIAM JOHN GALE JR., 99, highway sign fabricator, Culpeper District, died Aug. 21; retired in 1980 with 15 years of service.  
 FRANK A. HEDRICK, 64, equipment operator A, Rocky Mount Residency, died June 15; retired in 1987 with 12 years of service.  
 JOHN P. HUGHES, resident engineer, Jonesville, died Jan. 30; retired in 1989 with 38 years of service.

JOHN H. LONG, 74, equipment operator A, Lynchburg District, died July 22; retired in 1979 with 18 years of service.  
 BILLY MARTIN, 72, equipment operator A, Christiansburg Residency, died Aug. 6; retired in 1992 with 28 years of service.  
 JOHN T. MARTIN, 59, transportation operator II, Martinsville Residency, died Aug. 4; retired in 2003 with 28 years of service.  
 ROBERT L. SMITHEY, 73, equipment operator A, Chatham Residency, died Aug. 14; retired in 1990 with 12 years of service.  
 MARSHALL L. WHORLEY, 75, equipment operator A, Dillwyn Residency, died Aug. 29; retired in 1988 with 23 years of service.  
 CURTIS C. YEATTS JR., 60, transportation operator II, Chatham Residency, died Aug. 4; he had 24 years of service.





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